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AUTHOR Cameron, Donald F.; Heim, Peggy
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ABSTRACT

This survey ascertains how much improvement has occurred in the economic status of the library profession and makes some further studies relating to occupational structure. Data are presented concerning the pyramidal structure of library staff organization, salary increases, observations on the occupational and compensation structure of academic librarians, and comparisons of salaries of faculty members and librarians. A statistical index is included. (MJM)

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Peggy Heim

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1 Dupont Circle, Suite 620, Washington, D. C. 20036

Introduction

The purpose of this third survey was to ascertain how much improvement had occurred in the economic status of the library profession and to make some further studies relating to occupational structure. As in our previous studies, we remain concerned with the pronounced pyramidal structure in academic libraries, with a handful of more or less well-paid librarians at the top and a wide base of very low-paid positions at the bottom. Academic librarianship has seemed to be a profession in which there are too few well-paying positions to attract and retain highly competent young people in sufficient number. Is this still the case, or has there been some improvement?

We also wanted to explore some relatively new routes for possible advancement, namely the positions of bibliographer, collection builder, curator, and other specialists such as language experts, finance and budget officers, systems analysts, and staff relations and personnel officers.

For the third time we express our gratitude to the American Association of University Professors (AAUP), which has made available statistical data from its Committee Z Survey. Once more Mrs. Maryse Eymonerie, director of the AAUP Compensation Survey, developed the computer programs for us and prepared the statistical data with her usual expertise so needful in the present form of the report. In addition, we thank all the librarians and their technical assistants who responded to our complex queries. Without their cooperation the survey would not have been possible.

The sample for this year's survey was larger than in previous years, but did include all institutions receiving the questionnaire in 1970-71, plus some additional institutions randomly selected to increase the size of the subgroups. We

used the same institutional categories as does the AAUP Committee Z Survey: Category I—universities offering the doctor's degree that conferred in the most recent three years an annual average of fifteen or more earned doctorates covering a minimum of three nonrelated disciplines; Category II A—colleges and emergent universities that award degrees above the baccalaureate but not included in Category I; and Category II B—four-year colleges. With the exception of the universities that make up Category I, all of which received the questionnaire, the test sample was selected by means of a table of random numbers used in conjunction with the institutional list. Reports were obtained from 409 institutions, representing large public, private, and church-related universities, as well as four- and five-year colleges and emergent universities, public and private.

For those librarians who are familiar with the AAUP compensation survey, we point out that although both our survey and the AAUP study use the same lists of institutions in preparing their mailing lists, the different nature of the two studies inevitably affects participation. In the AAUP study, institutions are identified with their data. In this compensation survey they are not. Consequently the library survey includes data for relatively more of the lower-paying institutions, of which unfortunately there are more than most of us think. These lower-paying institutions tend to be concentrated among the four-year colleges, with some among the nonpublic five-year institutions. The fact that the AAUP survey nets proportionately fewer of the low-paying institutions probably does not affect their average salary and compensation figures significantly. Together they make up a small proportion of total faculty. This is not the case with libraries, particularly those with fewer than ten professional librarians. There is only one head librarian, one assistant or associate librarian, and a few department heads. Thus a survey which fails to include from the population as large a percentage of low-paying as high-paying libraries would significantly overstate the economic status of the library profession in the four-year college categories. We believe each of the library survey subgroups—by type of institution and type of control—is representative of the population base from which it is drawn.

We feel it appropriate to offer a few caveats about the possible use of this report for salary and compensation comparisons. Since our purpose is to determine the economic status of the profession as a whole, it is important that the samples be as representative of low-paying libraries as high-paying libraries. We believe this objective is achieved. But the fact that it is achieved makes salary comparisons more difficult for some colleges. We have pointed out that unfortunately there are more low-paying institutions than most of us realize, especially among the four-year and five-year colleges. Therefore four- and five-year colleges that want to run with the more selective institutions should not set their target salaries at the arithmetic mean. They must do significantly better than that. Perhaps the top 20 or 25 percent of salaries would approximate the remuneration levels of the more selective institutions.

Many of the figures given in this survey are for compensations rather than salary. In this respect we follow AAUP definitions. To compare compensations of librarians at your institution with compensations of faculty or with compensations of librarians in the surveyed institutions, countable fringe benefits

should be added to salary. The easiest way to approximate the fringe benefit figure for your institution without making detailed calculations is to use the 1972-73 AAUP Committee Z survey figure which gives fringe benefits as a percent of salary for each individually identified institution (American Association of University Professors, *Tables and Charts from the Annual Report on the Economic Status of the Profession, 1972-73*, Appendix I data for your institution). As a rough rule-of-thumb the following chart shows comparable positions in libraries, universities, and colleges:

Libraries	Universities	Four- and Five-Year Colleges
Director	Professor	Associate Professor
Associate & Assistant Directors	Associate Professor	Assistant Professor
Department Heads	Assistant Professor	Assistant Professor or Instructor
Specialists	Assistant Professor	same as above
Other Professionals	Instructor	Instructor

We should point out that this survey (the third) uses data for 1972-73. A fairly reasonable approximation of 1973-74 salary levels in libraries can be obtained by raising library salaries for 1972-73 by 5.5 percent. The reader should also bear in mind that the second survey gave data for 1970-71. Thus if one is comparing compensation levels in this survey with those of the second survey, one should be aware that the difference, which at first glance may seem large, represents a two-year, rather than one-year, increase.

Summary and Conclusions

The pyramidal structure of library staff organization remains substantially untouched. (See Table 1.) Fewer than 10 percent of the professional librarians are in positions in which the average compensation exceeds that of assistant professor in similar institutions.

Table 1—Percentage Distribution of Faculty and Library Personnel by Type of Institution, 1972-73¹

Position Title	All Combined	Universities	3-Year Colleges & Emergent Universities	4-Year Colleges
LIBRARY				
Library Director	5%	2%	8%	21%
Assoc. & Asst. Dir.	5	5	7	8
Curator-Specialist	12	14	8	5
Dept. & Branch Heads	32	28	39	50
Other Professionals:				
with 5 years service	15	17	13	5
with less than 5 years	31	35	25	11
FACULTY				
Professors	31%	34%	28%	20%
Assoc. Professors	26	26	26	23
Asst. Professors	33	31	35	40
Instructors	11	9	12	17

¹ Percentages in this and other tables may not add to 100 because of rounding.

We say reluctantly that the compensation structure, except in large libraries, is characterized more by foothills than by peaks. While it is true that directors in large universities can achieve relatively high compensations which exceed that of the average full professor, directors in many institutions receive less. Moreover, the profession continues to be characterized by a dearth of positions with compensation in the middle range. As Tables 2 and 3 indicate, there are relatively few positions that pay on the average as well as associate professor.

Thus the problems confronting the profession are many. There are few positions that offer top salaries. Even directorships often fail to pay high salaries, and there is usually only one director per institution. There are few positions that offer salaries attractive to highly motivated individuals on their way up the career ladder. For example, few librarians receive salaries that are equivalent to those of well-paid associate professors in the institutions in which they serve. For those who may have administrative talent and do not become a director, or for those who have other talents, there is little prospect of receiving a satisfactory income which might approximate the average for associate professors. On the other hand, among faculty receiving tenure, probably 80 percent

Table 2—Percentage Distribution of Faculty and Library Personnel and Their Average Compensation in Universities, by Type of Control, 1972-73¹
(Standard year of 9 months for faculty; 11 months for librarians)

Position Title	Percent of staff all Universities	Average Compensation			
		All Combined	Public	Private	Church- Related
LIBRARY PERSONNEL					
Library Director	2%	\$29,410	\$29,330	\$32,370	\$22,900
Assoc. & Asst. Dir.	5	21,150	21,270	22,140	16,140
Curator-Specialist	14	14,700	14,790	14,740	12,420
Department & Branch Heads	28	14,740	15,130	15,920	12,900
Other Professionals					
with 5 years of service	17	12,860	12,990	12,840	10,610
with less than 5 years	35	11,470	11,540	11,460	10,280
FACULTY					
Professors	31%	\$23,810	\$23,030	\$26,440	\$21,850
Assoc. Professors	26	17,380	17,160	18,430	16,720
Asst. Professors	33	14,230	14,200	14,550	13,520
Instructors	11	11,030	10,940	11,680	10,810

¹ Compensation represents salary actually paid plus the following countable fringe benefits: FICA (5.85 percent of \$10,800), retirement to the extent that the institution's contribution is vested in the staff member by the end of his fifth year of service, medical insurance, permanent disability income protection (average payment), and life insurance. The weighted average uses number of people in each position (or each academic rank) as weights. Thus a large state college library with five times as many professionals as a small college would have five times as much influence on the average compensation as its small counterpart. Percentages may not add to 100 because of rounding.

or more ultimately achieve the rank of associate professor and salaries commensurate with the rank.

The debate continues on the question of whether it is more appropriate to compare academic librarians with faculty or with general institutional administrators. Perhaps now that library technologies show potential for considerable change what may be needed is a basic reconsideration of the role and organization of libraries, including their occupational structures.

To an increasing extent both general institutional administration and academic libraries will have to solve many of the same problems. The problems relate specifically to basic occupational structures, to compensation levels, to career paths, and to the psychological satisfaction derived from the job. They are not unique to libraries. But top level administrators—presidents and vice presidents—have often failed to recognize that they too have these problems. For both libraries and general administration these problems will become more intense as the rate of budgetary growth declines. There will be less money to add new positions and to increase the compensation levels of existing positions.

We have no specific solutions to offer. We can say only that these problems will require thoughtful attention in the future—for both academic librarians and institutional administrators. Much may be gained by considering both areas as part of a common problem which needs solving. The strains which will

Table 3—Average Compensation of Faculty and Library Personnel in Colleges and Emergent Universities

Weighted Average Compensation of Full-Time Personnel in the Library Survey Sample, by Academic Rank or Staff Position and by Type of Institution and Control, 1972-73

(Standard year of 9 months for faculty, 11 months for librarians)

Position Title	5-Year Colleges and Emergent Universities			4-Year Colleges		
	Public	Private	Church- Related	Public	Private	Church- Related
LIBRARY PERSONNEL						
Library Director	\$23,610	\$19,730	\$16,640	\$17,510	\$17,190	\$15,380
Assoc. & Asst. Dir.	17,950	15,170	12,840	14,240	12,760	12,490
Curator-Specialist	14,350	13,310	10,620	14,580	13,080	13,010
Dept. & Branch Heads	14,590	12,780	11,220	12,020	11,710	11,070
Other Professionals:						
with 5 years of service	15,260	11,900	11,360	12,390	11,210	11,950
with less than 5 years	12,310	11,020	9,710	10,930	9,720	9,270
FACULTY						
Professors	\$21,600	\$21,740	\$18,900	\$17,320	\$20,450	\$19,090
Assoc. Professors	17,010	16,930	15,410	14,430	15,460	15,050
Asst. Professors	14,240	13,840	12,840	12,480	12,820	12,150
Instructors	11,690	11,230	10,630	10,210	11,060	10,390

be put on historic staff organizations should be foreseen. It is hoped that data supplied by the published tables may help to make planning easier.

Salary Increases

The average salary increases of librarians were smaller from 1971-72 to 1972-73 than they were in the previously surveyed period, 1969-70 to 1970-71. The direction of the change paralleled that for faculty. Increases tended to average between five and six percent from 1971-72 to 1972-73, except in four-year colleges where they were about one percent less. In the earlier period cited, salary increases averaged 6.0 to 7.2 percent. (See Table 4.)

In 1970-71, the percentage salary increases for librarians tended to fall significantly below the increases for assistant professors. More recently the percentage increases were more nearly the same, except in four-year colleges. Librarians in the four-year institutions continued to fare less well, on the average, than assistant professors.

Table 4—Comparison of Average Salary Increases for Professional Librarians and Assistant Professors, by Type of Institution and Control

1971-72 to 1972-73 and 1969-70 to 1970-71

	Public		Private Independent		Church- Related	
	1971-72 to 1972-73	1969-70 to 1970-71	1971-72 to 1972-73	1969-70 to 1970-71	1971-72 to 1972-73	1969-70 to 1970-71
UNIVERSITIES						
Asst. Professors ¹	5.7%	7.7%	6.1%	8.4%	5.9%	8.9%
Librarians ²	5.4	6.8	5.1	7.1	6.0	6.0
5-YEAR COLLEGES						
Asst. Professors ¹	5.9	8.3	5.5	10.5	5.9	8.8
Librarians ²	5.8	6.2	5.5	7.2	4.2	6.9
4-YEAR COLLEGES						
Asst. Professors ¹	5.9	7.0	5.6	7.9	5.0	7.8
Librarians ²	4.4	7.5	4.0	5.7	4.7	4.1

¹ Data for '71-72 to '72-73 from Table 4, p. 10, AAUP. Tables and Charts from the Annual Report on the Economic Status of the Profession, 1972-73. Data for '69-70 to '70-71 from Table 3, p. 11, AAUP. At the Brink.

² The average for librarians is the simple arithmetic average for the six position classifications: associate directors; assistant directors; branch librarians; department heads; bibliographers; curators; specialists; other professionals. On the whole, directors averaged less than their staffs.

Observations on the Occupational and Compensation Structure of Academic Librarians

We shall offer some general observations before entering into a discussion of nonsubject and subject specialists. Some positions pay well—\$25,000 and above. (Table 5) These positions generally occur in universities and in other large public institutions. They are seldom found in other types of institutions. Most frequently salaries of this magnitude are paid to librarians with titles such as director, associate director, or head librarian of the medical or law library (Table 5).

Table 5—Percentage of Positions with Average Institutional Salaries of \$25,000 or More, 1972-73

Type of Institution and Control	Directors	Associate Directors	Assistant Directors	Head, Medicine and Law Libraries
UNIVERSITIES				
Public	58%	18%	2%	11%
Private Independent	68	29	3	31
Church-Related	—	—	—	—
5-YEAR COLLEGES & EMERGENT UNIVERSITIES				
Public	28	—	—	—
Private Independent	7	—	—	—
Church-Related ¹	—	—	—	—
4-YEAR COLLEGES ¹	—	—	—	—

¹ None reported in sample.

On the whole, relatively few positions within the profession pay well. Thus, as presently organized and compensated, the profession fails to offer a significant proportion of entrants the prospect of achieving a high salary. This relationship cannot help but affect the relative attractiveness of the profession for potential applicants. (See Tables 1 through 3, as well as Table 7.)

We had wondered whether in larger libraries—those with at least fifty professionals in universities with significant doctoral programs—the position of specialist might offer an alternative track for advancement. Since many of these positions are still relatively new, the answer is not yet clear. There is a serious concern, however, that from the standpoint of career advancement many of these positions may terminate in dead ends. In this respect the outlook for holders of these positions may be even less bright than for the traditional department heads. Specialists may be able to aspire, however, to somewhat higher salaries than department heads who never advance beyond that position. (Tables 2, 3, and 6)

Functions which were previously performed at a lower level or as part of a higher level position are in some institutions being performed by a high-ranking specialist who does a specific job. This high-ranking administrative specialist is called an assistant director and is paid on that level. These relatively new positions with the title of assistant director fall into two main categories: those with responsibilities that are essentially managerial and those with functions which are closely related to the service activity of libraries.

The first group of positions appears to arise out of new demands and requirements imposed by external forces (e.g., labor law requirements, desire for improved labor relations, etc.; the need for better internal planning and control, as in the fiscal area; and the sheer size and complexity of operations). This last is evidenced by the operating budgets of members of the Association of Research Libraries. All 81 university members have operating budgets in excess of \$1 million dollars, 69 in excess of \$2 million and 40 over \$3 million. These libraries have budgets as large as that of a small college.

Nonsubject specialists may function on two levels—those with the rank of assistant or associate director and those with what might be considered middle management positions. These assistant or associate director positions are found in the following as well as the more traditional areas of library administration:

- Administration
- Business affairs or business services
- Staff relations and services
- Personnel
- Budgeting
- Planning

The larger libraries—those with 50 or more professionals—have also in recent years added new middle level nonsubject-specialist positions reflecting

the enhanced importance of certain management functions and of new technologies. These positions include:

- Budgetary planning and fiscal control officer
- Personnel officer
- Facilities planning officer
- Management affairs officer
- Chief systems officer
- Director of mechanized information center, etc.
- Building services manager
- Head of research and development

The chief systems officer may be about as well compensated as some of the assistant directors in the libraries in which they serve—in some instances they may be even better paid. In some libraries there is also a significant number of professional assistants serving as systems analysts, programmers, and head data processors. The head officer for administration and budget control may also be on the same remuneration level as assistant director, though this seems to occur infrequently. The personnel officer is almost always less well paid than assistant director.

A word might be said about systems analysts and programmers. According to the response to our questionnaire, their salaries ranged from a low of \$10,000 to something over \$18,000. About one third were paid less than \$13,000 and another third at least \$15,000. This latter group undoubtedly included some who were also serving as head systems officers but who did not officially hold the title. A comparison of salaries indicates that a significant percentage of the systems analysts are paid on the same level as some of the traditional department heads (acquisitions, reference, cataloging, serials, circulation) in the libraries in which they serve. Others, of course, receive noticeably less.

Libraries have not yet faced what may become a major difficulty in the recruitment and retention of nonsubject specialists—problems arising from dead-end careers. Under present patterns of library organization, library directorships will not likely be open to administrators whose primary emphasis has been business administration or computer systems. At the same time these individuals will have left the mainstream of their own careers—the university's business office or computer center. Once out of the mainstream, reentry at a higher level may be difficult. These dead-end aspects will in time have adverse effects upon morale and recruitment. One possible solution is to make a conscious effort to keep open the return to basic career patterns. A second is for schools of library science to develop new career types—persons with business subject or systems specialties with less expertise in traditional library practice. Thus, while they attend library schools, their career paths would differ significantly from that of the usual library director.

The so-called subject specialists are less frequently classified as assistant directors, but like the nonsubject specialists are most often found in large libraries. This group apparently is growing. They are close to 12 percent of tabulated library personnel. The data indicate a salary spread from \$8,000 to \$24,000

or about the same as nonsubject specialists who are neither directors nor department heads. (Table 6)

Subject specialists are commonly involved in collection building, which involves an intensive knowledge of the field and of worldwide sources, as well as personal acquaintance with booksellers, publishers, and auctions. Their academic credentials usually include an advanced degree in an academic subject and a master's degree in library science. They appear to be familiar with a variety of foreign languages. Some possess detailed special information in several related subjects backed by a thorough acquaintance with the bibliographical background in their specialties.

An individual who contemplates entering a college or university library as a subject specialist will do well to examine the present prevailing structure of the typical library staff. If the remuneration of subject specialists is tied to that of department heads, it may be hard for them to achieve a financial reward much higher than that of a well paid assistant professor.

There are a number of devices which might be employed to make the rise beyond this point possible. One is the use of the title "assistant director." This has been done in some libraries in spite of the confusion that may occur because the title often implies administrative responsibilities which in this instance may not exist.

Table 6—Average Compensation and Average Salary of Subject and Nonsubject Specialists, by Type of Institution and Control, 1972-73¹

	<i>Subject Specialists</i>		<i>Nonsubject Specialists</i>	
	<i>Compensation</i>	<i>Salary</i>	<i>Compensation</i>	<i>Salary</i>
UNIVERSITIES				
Public	\$14,620	\$12,860	\$15,530	\$13,880
Private Independent	14,440	12,370	15,630	13,390
Church-Related	12,490	11,070	12,120	11,030
Combined	14,480	12,620	15,490	13,560
5-YEAR COLLEGES & EMERGENT UNIVERSITIES				
Public	\$14,350	\$12,570	\$14,400	\$12,820
Private Independent	13,490	11,800	13,310	11,720
Church-Related	10,660	9,850	—	—
Combined	13,800	12,140	13,520	12,080
4-YEAR COLLEGES				
Public	\$14,370	\$12,650	\$14,580	\$13,120
Private Independent	13,960	12,240	13,680	11,600
Church-Related	11,680	10,660	—	—
Combined	13,870	12,260	13,730	12,320

¹ See Tables 2 and 3 for Average Faculty Compensations by Type of Institution and Control. Data do not include the salaries of specialists with the title of assistant or associate director.

- Another device is to establish what is in effect a second ladder up which the librarian can climb to a respectable salary level. The existing route is the familiar administrative ladder:

- New professional
- Experienced professional
- Department head
- Assistant director
- Associate director
- Director

Subject specialists would also fit into a hierarchical pattern. The new ladder might be as follows:

- New professional
- Experienced professional
- Specialist 1
- Specialist 2
- Specialist 3

Still another way would be to abandon the departmental structure altogether. One variation would be to classify professional librarians on some kind of scale which would allow for promotion without administrative responsibility and would reward distinguished service to students and faculty and to learning at large. A second variation would involve a reexamination of academic and professional requirements for initial appointments and for subsequent promotion. In both variations the problem is the establishment of appropriate criteria.

Since the category of specialist is relatively new, no one knows really how far the young specialist can go. However, unless the present picture becomes brighter for librarians, the specialist's chances for advancement would be better if he were to join the teaching staff. The odds in favor of advancement and promotion are much better for instructional personnel than for library personnel.

Comparison with Faculty

Because of their close working relationship, librarians are accustomed to comparing salary levels with those of their academic colleagues. The percentage of academic librarians receiving salaries equal to the national average salary for full professors is small indeed. According to the AAUP survey, the average salary of full professors in 1972-73 was something under \$20,000. The percentage of academic librarians receiving comparable salaries is shown in Table 7 for each type of institution. Even in the private independent university sector,

Table 7—Percentage of Librarians with Salaries of at least \$20,000 and of at least \$15,000, by Type of Institution and Control, 1972-73

	<i>Percentage with Salaries of at least</i>	
	<i>\$20,000</i>	<i>\$15,000</i>
UNIVERSITIES		
Public	4.2%	14.2%
Private Independent	6.4	12.6
Church-Related	3.8	8.4
5-YEAR COLLEGES & EMERGENT UNIVERSITIES		
Public	4.3	19.0
Private Independent	3.7	11.7
Church-Related	3.8	14.1
4-YEAR LIBERAL ARTS COLLEGES		
Public	1.0	10.6
Private Independent	1.4	13.0
Church-Related	0.5	9.2

which is characterized by the highest salaries, the proportion is only about six percent.

The average salary of library directors is roughly comparable to the average salary of full professors in the types of institutions in which they serve. Only in public and private universities do library directors' salaries exceed the average salary of professors by any significant amount. In some types of institutions—notably private and church-related four-year colleges—directors average much less than full professors. (Tables 8 and 9.)

In public and private universities the salaries of associate library directors approximate those of the average full professor, while assistant directors get less than that but more than the salary of the average associate professor. In public institutions other than large universities, they are more likely to approximate the average for associate professors; in private and church-related institutions, other than universities, associate and assistant librarians are paid, generally, about the same as the average salary for assistant professors.

Roughly speaking, average salaries for the three highest paying department headships in the traditional library structure—reference, cataloging, and acquisitions—approximate those of assistant professors. Exceptions occur in public universities where these three department heads are paid slightly better

Table 8—Weighted Average Salary for Library Personnel and Faculty in Universities, by Type of Control, 1972-73

(Standard year of 9 months for faculty; 11 months for librarians)

Position Title	All Combined	Public	Private Independent	Church- Related
LIBRARY PERSONNEL				
Library Director	\$26,450	\$26,650	\$28,360	\$20,480
Assoc. Director	20,630	21,040	21,880	14,900
Asst. Director	17,820	18,080	17,990	14,130
Branch Librarian	13,990	13,620	14,660	14,380
Curator-Specialist	12,810	13,040	12,630	11,060
Department Heads:				
Reference	13,850	13,930	13,130	10,950
Cataloging	13,590	14,170	13,950	10,610
Acquisition	13,000	13,890	12,730	11,130
Serials (Periodicals)	12,440	13,050	11,950	10,710
Documents & Maps	11,870	12,620	10,810	9,400
Circulation	12,230	12,520	12,290	10,470
Other	13,230	13,280	13,580	11,330
Other Professionals:				
5 years or more	11,340	11,670	11,000	9,460
Less than 5 years	10,040	10,230	9,750	9,080
FACULTY				
Professor	\$21,100	\$20,620	\$22,800	\$19,550
Assoc. Professor	15,410	15,320	15,890	14,820
Asst. Professor	12,640	12,630	12,790	12,070
Instructor	9,790	9,720	10,280	9,700

than the average for assistant professors and in the private and church-related four- and five-year colleges where they get less.

More than eighty percent of the curators and subject specialists included in the survey are employed in university libraries. Their average salary is less than the average salary for heads of reference, acquisitions, and cataloging in the same type institutions. In private universities about one in ten gets a salary as high as the average salary of associate professors; in public universities, it is only one in fourteen.

There are relatively more high-paying positions among the nonsubject specialists, but even their remuneration is low. In public universities about one in four of the nonsubject specialists receives as much as the average salary of associate professors; in private universities only one in six. This may very well reflect the greater size of the public university libraries—a factor which would lead to a larger number of support personnel whose salaries are influenced by the degree of responsibility they assume.

**Table 9—Weighted Average Salary for Library Personnel and Faculty in
5-Year Colleges and Emergent Universities and in 4-Year Colleges,
by Type of Control, 1972-73**

(Standard year of 9 months for faculty; 11 months for librarians)

Position Title	5-Year Colleges & Emergent Universities			4-Year Colleges		
	Public	Private Independent	Church- Related	Public	Private Independent	Church- Related
LIBRARY PERSONNEL						
Library Director	\$21,270	\$17,460	\$14,740	\$15,840	\$15,080	\$13,650
Assoc. Director	16,520	15,120	11,480	12,920	12,290	11,190
Asst. Director	15,830	12,450	11,280	12,990	10,850	10,830
Branch Librarian	16,910	11,390	10,000	11,300	—	11,350
Curator-Specialist	12,600	11,720	9,790	13,120	11,600	11,720
Department Heads:						
Reference	13,580	11,240	10,190	10,980	10,110	9,930
Cataloging	13,570	12,050	10,310	10,780	10,490	10,190
Acquisition	13,090	10,980	9,960	11,270	10,740	9,840
Serials (Periodicals)	12,310	11,290	9,650	9,840	9,950	9,000
Documents & Maps	12,880	8,530	8,000	11,060	9,780	8,250
Circulation	12,340	10,360	9,430	10,220	10,080	9,720
Other	13,350	10,890	10,150	9,880	10,410	9,210
Other Professionals:						
5 years or more	13,330	10,210	9,900	11,110	9,750	10,380
Less than 5 years	10,810	9,610	8,590	9,670	8,690	8,150
FACULTY						
Professor	\$19,430	\$18,780	\$16,710	\$15,680	\$17,730	\$16,440
Assoc. Professor	15,180	14,650	13,580	12,920	13,450	13,060
Asst. Professor	12,570	12,100	11,430	11,090	11,200	10,680
Instructor	10,290	10,250	9,510	9,120	10,610	9,300

Statistical Appendix

The statistical appendix may be of special interest to some readers. To an extent we are following the practice of Committee Z of the AAUP, which publishes many of its tables in a supplement to the main body of its salary and compensation survey. The tables that follow, while not an essential part of the main report, may possibly be of use to the resourceful librarian in the unending task of explaining the special problems of college and university libraries to those administrators on whom the library ultimately depends for understanding and funding.

In reading the tables please note the following:

(1) Position classifications which do not appear in the tables had too few librarians for analysis. (2) Under the title "classified department heads" are cataloging, acquisitions, reference, serials, maps and documents, and circulation. (3) Although the tables indicate that 100 percent of all librarians received salaries of \$6,000 and above, where asterisks appear there are a few librarians receiving salaries below \$6,000.

**Appendix Table 1—Distribution of Salaries of Professional Librarians
in Public Universities, by Position, 1972-73**

<i>Salary Level</i>	<i>Director</i>	<i>Associate Director</i>	<i>Assistant Director</i>	<i>Other Branch Librarians</i>	<i>Subject Specialists w/o Doctorate</i>	<i>Classified Department Heads</i>	<i>Other Professional Librarians</i>
\$32,000 & up	2%						
31,000 & up	11						
30,000 & up	14						
29,000 & up	22						
28,000 & up	29	2%					
27,000 & up	37	8					
26,000 & up	51	13	2%				
25,000 & up	58	18	2	1%	1%		
24,000 & up	69	22	2	1	1		
23,000 & up	74	32	6	1	1		
22,000 & up	78	38	7	2	1		
21,000 & up	88	47	14	2	1		
20,000 & up	95	60	16	2	1	1%	
19,000 & up	97	62	23	2	1	1	
18,000 & up	100	72	35	4	2	3	
17,000 & up		80	49	8	4	6	
16,000 & up		89	66	9	7	11	1%
15,000 & up		94	80	15	11	19	2
14,000 & up		95	90	21	19	29	3
13,000 & up		99	94	30	29	41	6
12,000 & up		100	96	41	40	55	12
11,000 & up			100	55	50	69	22
10,000 & up				72	67	80	36
9,000 & up				84	82	87	57
8,000 & up				95	96	95	86
7,000 & up				100*	100	100*	100*

**Appendix Table 2—Distribution of Salaries of Professional Librarians
in Private-Independent Universities, by Position, 1972-73**

<i>Salary Level</i>	<i>Director</i>	<i>Associate Director</i>	<i>Assistant Director</i>	<i>Other Branch Librarians</i>	<i>Subject Specialists w/o Doctorate</i>	<i>Classified Department Heads</i>	<i>Other Professional Librarians</i>
\$32,000 & up	5%						
31,000 & up	23	4%		1%			
30,000 & up	27	7		1			
29,000 & up	32	7		1			
28,000 & up	41	7		1			
27,000 & up	59	7		1			
26,000 & up	64	11	3%	1			
25,000 & up	68	29	3	1			
24,000 & up	77	36	3	1			
23,000 & up	82	36	5	2		1%	
22,000 & up	91	43	12	3		1	
21,000 & up	91	50	19	3		1	
20,000 & up	7	57	24	5		1	
19,000 & up	100	57	29	5	1%	2	
18,000 & up		75	37	9	1	3	
17,000 & up		82	53	11	3	3	1%
16,000 & up		86	73	16	6	6	1
15,000 & up		86	80	18	7	13	1
14,000 & up		93	90	27	14	23	1
13,000 & up		93	93	35	17	35	3
12,000 & up		100	95	45	29	47	6
11,000 & up			95	58	45	67	13
10,000 & up			95	71	64	79	26
9,000 & up			100	84	83	91	51
8,000 & up				98	95	97	82
7,000 & up				100	100	100	100*

Appendix Table 3—Distribution of Salaries of Librarians in Public 5-Year Colleges and Emergent Universities, by Position, 1972-1973

<i>Salary Level</i>	<i>Director</i>	<i>Associate & Assistant Director</i>	<i>Other Branch Librarians</i>	<i>Subject Specialists w/Doctorate</i>	<i>Classified Department Heads</i>	<i>Other Professional Librarians</i>
\$28,000 & above	7%					
27,000 & above	21					
26,000 & above	24					
25,000 & above	28					
24,000 & above	34					
23,000 & above	43	1%				
22,000 & above	47	1				
21,000 & above	56	1	3%		1%	
20,000 & above	60	3	3		1	
19,000 & above	69	7	3		3	1%
18,000 & above	79	10	8	2%	5	3
17,000 & above	91	23	10	3	5	4
16,000 & above	94	29	10	8	8	6
15,000 & above	97	48	15	11	14	8
14,000 & above	99	64	20	22	21	12
13,000 & above	100	78	35	32	29	17
12,000 & above		88	40	49	44	25
11,000 & above		94	50	54	57	37
10,000 & above		97	57	65	76	50
9,000 & above		99	70	73	91	68
8,000 & above		100	85	94	97	87
7,000 & above			88	100	99	97
6,000 & above			100*		100*	100*

**Appendix Table 4—Distribution of Salaries of Librarians in
Private-Independent 5-Year Colleges and Emergent Universities,
by Position, 1972-1973**

<i>Salary Level</i>	<i>Director</i>	<i>Associate, Assistant Director</i>	<i>Other Branch Librarians</i>	<i>Subject Specialists, w/Doctorate</i>	<i>Classified Department Heads</i>	<i>Other Professional Librarians</i>
\$27,000 & above	2%					
26,000 & above	5					
25,000 & above	7					
24,000 & above	12					
23,000 & above	17					
22,000 & above	20					
21,000 & above	29	3%				
20,000 & above	34	3				
19,000 & above	42	3			1%	
18,000 & above	56	3		7%	3	
17,000 & above	63	3	4%	7	3	
16,000 & above	73	6	8	13	3	
15,000 & above	76	15	8	13	4	
14,000 & above	83	24	12	20	7	
13,000 & above	95	30	20	27	13	1%
12,000 & above	98	39	24	27	22	4
11,000 & above	100	79	24	34	34	10
10,000 & above		91	52	47	51	19
9,000 & above		97	72	47	65	36
8,000 & above		100	92	80	86	74
7,000 & above			96	100	96	95
6,000 & above			100		100	100*

**Appendix Table 5--Distribution of Salaries of Professional Librarians
in Public and Private-Independent 4-Year Colleges, by Position, 1972-73**

<i>Salary Level</i>	<i>Directors</i>		<i>Assoc. & Asst. Directors</i>		<i>Classified Dept. Heads</i>	
	<i>Public</i>	<i>Private</i>	<i>Public</i>	<i>Private</i>	<i>Public</i>	<i>Private</i>
\$22,000 & above	6%					
21,000 & above	6					
20,000 & above	6	2%				
19,000 & above	9	6				
18,000 & above	14	10				
17,000 & above	20	25	12%			
16,000 & above	29	42	12			
15,000 & above	43	52	12	6%	1%	
14,000 & above	57	60	20	6	1	
13,000 & above	86	75	32	6	3	2%
12,000 & above	89	81	48	6	12	5
11,000 & above	94	89	56	33	29	20
10,000 & above	100	94	76	78	45	37
9,000 & above		96	84	83	71	62
8,000 & above		98	96	100	87	89
7,000 & above		100	100		96	90
6,000 & above					100*	100

**Appendix Table 6— Distribution of Salaries of Professional Librarians in
Church-Related 5-Year and 4-Year Colleges, by Position 1972-1973**

Salary Level	<i>Directors</i>		<i>Assoc. & Asst. Directors</i>		<i>Classified Dept. Heads</i>	
	5-Year	4-Year	5-Year	4-Year	5-Year	4-Year
\$22,000 & above	8%					
21,000 & above	14	2%				
20,000 & above	19	2				
19,000 & above	27	4				
18,000 & above	35	10				
17,000 & above	49	13				
16,000 & above	59	21				
15,000 & above	70	33				2%
14,000 & above	76	40	4%		1%	4
13,000 & above	84	48	12		2	5
12,000 & above	95	52	16	24%	5	7
11,000 & above	100	69	28	41	11	13
10,000 & above		79	40	65	29	26
9,000 & above		94	72	77	48	41
8,000 & above		96	92	88	64	72
7,000 & above		100	100	100	92	89
6,000 & above					100*	100